

Mid-Year report



International Federation
of Red Cross and Red Crescent Societies

Planning, monitoring, evaluation and reporting (PMER)

Appeal No. MAA00014

29 August 2011

This report covers the period 1 January to 30 June 2011.



A PMER training workshop in full swing in Tajikistan. IFRC

In brief

Programme goal: Uphold quality performance and accountability at IFRC through support in planning, monitoring, evaluation, and reporting.

Programme summary: In support of this long-term objective, the following activities were carried out in the first half of the year from the Revised Plan 2011:

Putting in place a Federation-Wide Reporting System (FWRS):

- Fifty-six National Societies have participated in one of the two pilot phases.
- The Information Technology (IT) platform data management page has been developed and tested.
- The decision to setup a joint Federation Wide Reporting System and Federation Databank IT platform has been taken and development started.
- This main responsibility for this output is now handled by the Performance Development department since the last quarter of 2010.

Developing a planning, monitoring and evaluation training:

- The monitoring and evaluation guidance manual was finalized following extensive consultation and testing.
- The training materials on monitoring and evaluation (M&E) were revised on the basis of the guide, completing the set of planning, monitoring, evaluation and reporting training materials.
- The e-learning modules on project/programme planning were developed, and will be finalized in the 3rd quarter of 2011.
- An additional 94 people were trained in three countries, bringing the cumulative total to nearly 400 people trained. A number of additional trainings and mentoring visits are planned for the fall.

Financial situation: The total 2011 budget is CHF 585,750, of which CHF 475,644 (81 per

cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 64,365 (14 percent of the income and 11 percent of the budget).

Expenditure is low for two main reasons: 1) a number of trainings (at least 7) and mentoring visits are still planned to be held in the second half of the year, and 2) zonal offices have experienced a number of different constraints in hiring local M&E staff in the first half of the year. However, two staff have now been hired (but only in July), and one retained through the funding provided for this plan. Other M&E staff are in the process of being hired, the constraints and context are explained below in the relevant section.

[Click here to go directly to the financial report.](#)

Context

National Societies, the IFRC and its partners all increasingly realize the importance of developing the skills and systems to allow for effective results-based management. While this is increasingly recognized, the need for substantial investment in terms of human and financial resources is more difficult to secure.

The IFRC secretariat has two small departments working on these issues, made up of a total of nine staff, with an additional 29 staff in the five zones, many of whom share responsibilities with programme coordination, resource mobilization and report management among other tasks.

Progress towards outcomes

Programme component:
Outcome 1: Support a culture and practice of quality and reliable <u>planning and evaluation</u>.
Output 1.1 (for which funding is sought): Capacity building to secretariat and NS in strategic, project/programme and other planning.

Achievements

- Development of detailed monitoring and evaluation and reporting resource materials**

The detailed draft guide on monitoring and evaluation was finalized after extensive review in the first half of the year, to be printed and disseminated in the 3rd quarter of 2011. The formal finalization of this desktop reference also made it possible to finalize working versions of the training materials based on this guide.

- Trainings held and people trained**

During the first half of the year, further trainings were held using the draft M&E materials, combined with the existing materials on project/programme planning. The training in the Americas and Finland particularly focused on the new M&E materials.

Type of training	Location	Participants	
		NS	IFRC
Country	Finland, March	24	0
Country	Hong Kong, February	22	0
Regional	Americas, February	16	10
Country	Tajikistan, June	22	0
Total		94	

The additional 94 people bring the cumulative total to nearly 400 people trained since the development of the materials. A number of other shorter informal sessions were held around the world based on these materials (for which numbers not recorded).

There are also an additional 7-8 trainings planned for the second half of the year, in Africa, Europe, Americas and MENA. In Asia Pacific, following a number of years of widespread and successful formal training, the focus is now shifting to “mentoring” and other more informal capacity-building methods. In the second half of the year, for example, “mentoring” visits are being planned for Nepal, East Timor and possibly Mongolia. The aim of the mentoring project is to support National Societies in using and applying the theory that they have learnt in PMER workshops to their daily work.

- **New training initiatives – online training and emergency response**

During the first half of 2011, the development of an online (e-learning) training on project/programme planning continued. The e-learning course will now be available in the 3rd quarter of 2011 due to unforeseen delays in the conception and the development process. Based on the experience and feedback with this course, two further modules covering monitoring and evaluation will follow. It is intended that the course be made a compulsory requirement for all IFRC secretariat staff above a certain level, and the resource will also be a cost-effective and engaging way to provide a basic induction into logframe design for National Societies worldwide.

The training materials on “Assessment and Plan of Action in Emergencies;” was again used as part of the FACT (Field Assessment and Coordination Team) training, one of IFRC’s core standard training for emergency response.

- **Recruitment of M&E staff in the zonal offices**

In order to ensure continuity and stability in building and supporting a PMER culture worldwide, the 2011-2014 plan includes a focus on the recruitment of skilled locally M&E staff in all zones. The Europe and Americas zone offices both recruited one M&E senior officer in early July. In the case of the Americas it proved difficult to initially attract suitable candidates, and the position had to be re-advertised before finding a suitable candidate. The Europe zone M&E officer will support the zone from the regional representation office in Moscow. In Asia Pacific, the funds made it possible to retain a skilled and experience local M&E staff with a focus on capacity building. The zone office has also agreed in principle with the South Asia regional delegation in Delhi to have a second staff member based there, also focusing on PMER capacity building.

In the MENA zone, two staff were already in place, supported by funding outside of this plan, therefore funds were set aside for skills development of those staff members. Unfortunately, one of these two staff members whose focus was on PMER capacity building recently left, leaving some gaps in the support to the zone until the position is re-filled. In Africa, the uncertainty about the future location of the zone office has not surprisingly led to some delays in finalizing the recruitment. The position has been advertised, and interviews are due to be held in August. However, recent decisions that the zone office will move before the end of the year may now mean that hiring a full-time staff will be have to happen after the office move.

Constraints or Challenges

In relation to the hiring and retaining of qualified local M&E staff, zones reported a number of constraints. In some zones, there were very few suitable candidates applying for the positions advertised, and it was necessary to re-advertise. In others, the salary expectations of the most qualified candidates were outside the normal IFRC salary scale for that country. For the Africa zone, the upcoming change of location adds an additional complication as mentioned above. Staff turnover remains high, with two PMER zonal staff leaving this year (in MENA and in Africa). While the good progress described above is encouraging, looking at the wider perspective, there remain issues around sufficient resources and ability to prioritize PMER in the secretariat offices generally.

Regarding the development and roll out of the training, no major constraints were experienced, except for some delays in the finalization of materials, due to the complexity of development as mentioned above. The majority of identified facilitators are still available, with the exception of the two zonal staff who left at the beginning of the year. Expanding the pool of potential facilitators remains a challenge, but it is hoped that a training of trainers will be held later in the year to capitalize on the experience so far, internal resource allocations permitting.

Programme component:**Outcome 2: Support a culture and practice of quality and reliable monitoring and reporting.****Output 2.1 (for which funding is sought): Federation-wide monitoring system is piloted and implemented.**

Achievements

Following the adoption in principle of the FWRS by the General Assembly at its November 2009 meeting in Nairobi, the following progress have been made in the first semester of 2011:

- **Testing and refining the system**

In the second half of 2010, a pilot phase of the FWRS was conducted, followed by a “test run” exercise which was finalized in early January 2011. Overall, 30 per cent (56 National Societies) have participated in either one of these exercises.

The level of participation varies from one zone to another, with about half of all European National Societies and about 20 per cent of all National Societies in Africa and in the Middle East and North Africa (MENA) providing data and feedback on the system. The feedback and recommendations received have been analysed and shared with participating National Societies and other key stakeholders.

National Societies expressed their support to the system, and welcomed the setup of a common Federation methodology to define and collect data on key indicators that allows for comparison and aggregation at the regional and global level. The comments received also show a different level of understanding of the FWRS methodology, and the availability of such data among participating National Societies. This applies more particularly for the “people reached” indicator, where for many societies it still remains a significant challenge to be able to collect data accurately.

The pilot and test run exercises will also inform the full roll-out of the system, by integrating the technical comments received in the revised FWRS methodology, and by providing additional clarifications on specific points.

Many National Societies expressed the need for training, and asked for specific material (tools, examples, etc.) to be developed. While some materials, such as exercises and examples for counting people reached, have already been prepared, further resources will be produced in 2011 and in 2012. Such tools will include e-learning training modules and a light version of the FWRS indicators guidelines for dissemination to branches and programme managers in National Societies, etc.

The FWRS was presented to about 40 leaders of National Societies in Budapest in March. This meeting reaffirmed the general support to the system, and the need for support in its rollout.

The current data collection is presented here for information. However, it should be noted that the limited number (56) of National Societies currently providing data on the FWRS indicators during this pilot phase means that extrapolation to global (Federation-wide) estimates is not yet possible. Further analysis will be possible when the response in data provided increases.

Federation-Wide Indicators	Aggregated figures for 2010 data (as recorded in July 2011)	Numbers of NS who responded
<i>1.1 People reached by Disaster response and Early Recovery Programmes</i>	7,097,473	38
<i>1.2 People reached by Long Term services and Development Programmes</i>	60,505,663	20
<i>1.3 People covered by Preparedness and Risk Reduction Programmes</i>	64,082,117	16

2. # of people volunteering time	3,019,135	53
3. # of paid staff	77,261	55
4. # of people donating blood	10,113,554	37
5. # of local units/branches	34,463	51
6. Total income received (CHF)	5,580,003,307	47
7. Total expenditure (CHF)	5,317,809,641	47

- **The Federation Wide Reporting System and the Federation Databank**

The IFRC is developing two closely-related initiatives; the FWRS and the Federation Databank (FDB), which both aim at collecting information and data from National Societies. It was therefore decided that these two initiatives should be merged by the end of 2011. The qualitative information collected by the Federation Databank will complement the quantitative information from the FWRS key indicators, thereby providing a complete picture of National Societies' trends and status.

The Federation Databank is web-based and allows National Societies to update their own profiles covering: *who we are; how to get in touch with us; what we do; who are our partners; what are our financial resources; what are our key documents e.g. founding law, statutes, annual reports and audited accounts; and how we learn and share knowledge.*

- **Developing IT system support**

The merger of the FWRS and the FDB has led to the development of a shared IT platform, which will be, once rolled out, integrated and available on FedNet. However, technical issues in the setup of this platform have led the IFRC to halt its development with the service provider, and a decision was made to change and upgrade the underlying platform (see "constraints and challenges" section) to allow for improved user-friendliness and to ensure future adaptability. A new developing company has been selected, and the development of the platform is expected to resume in August/September.

Constraints or Challenges

Unexpected difficulties in the development of the Federation Databank pages on the shared FWRS/FDB IT platform has implied delays in the development and rollout of the FWRS. Early versions of the shared platform were deemed unsatisfactory in terms of user friendliness, layout, and flexibility; and a decision was made to conduct an external review of the technical solution and the developing team.

The outcomes of this evaluation led to the decision to upgrade the underlying software (Sharepoint 2007) to the most recent version (2010), to a change in the developing company, and to modify the development methodology with a move from an off-shore to an on-shore model. A request for proposal has been sent to about 10 companies, and final decision has been made.

Contributing to longer-term impact

PMER will continue to provide solid basic reference and training materials covering key skills and topics in PMER. This will help build the foundation for a stronger PMER culture in the IFRC secretariat and eventually member societies. Throughout the secretariat and in National Societies, the common PMER language is becoming more and more evident. During the first half of this year a longer-term planning process for the secretariat was put in place, placing the emphasis on a more strategic approach to planning, supported by the tools and methods that have been put in place described in this report, and accompanied by a Framework for Evaluations (see <http://www.ifrc.org/MandE>).

Now that the tools are all developed or near completion (like the e-learning), and some of the local M&E staff are in place, the potential to capitalize on the progress made over the past 18 months is strong. Further monitoring and evaluation will be necessary to have a clearer idea of what difference has been made so far in the secretariat and in National Societies, and to identify the current needs for further capacity building.

Looking ahead

Most key follow-up actions for the second half of the year have already been mentioned. In summary, at least 7 more trainings are planned; 3 in Africa, 2 in the Americas, 1 in Europe and 1-2 tentatively in MENA. In addition, it will be proposed to existing and potential trainers to hold a training of trainers later in the year, and if feasible, it will be an excellent opportunity to consolidate the experience so far with the PMER training.

Similarly, for those zones who have not yet hired any staff, or hope to hire a second member of staff, the process is ongoing for the hiring of a second member of staff. It is hoped that there will be at least one new staff member per zone by the end of the year.

How we work	
<p>All Federation assistance seeks to adhere to the Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere) in delivering assistance to the most vulnerable.</p>	
<p>The IFRC's vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises. 2. Enable healthy and safe living. 3. Promote social inclusion and a culture of non-violence and peace.
Contact information	
<p>For further information specifically related to this report, please contact:</p> <ul style="list-style-type: none"> • In the secretariat in Geneva: Josse Gillijns, Head, Planning and Evaluation department; email: josse.gillijns@ifrc.org; phone: +41 22 730 4224; and fax: + 41 22 733 0395. 	